

ANNEXURE “A” - SDBIP

Monthly projections of revenue to be collected for each source

The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of section 71 (1)(a) and (e) to ensure timeously remedial steps if necessary. Comprehensive financial policies will ensure realistic revenue projections by taking into account appropriate service and delivery levels, standards, ability to pay and collection efforts.

R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15
Revenue By Source													
Property rates	890	600	162	162	170	165	165	135	124	160	179	50	2,963
Property rates - penalties & collection charges	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	651	649	741	670	624	700	660	660	781	790	793	678	8,397
Service charges - water revenue	239	257	232	239	230	251	246	249	248	259	252	151	2,853
Service charges - sanitation revenue	151	156	135	136	138	166	163	163	163	163	163	213	1,910
Service charges - refuse revenue	54	54	54	56	56	56	81	81	81	81	81	96	831
Service charges - other	–	–	–	–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	36	36	36	36	36	36	36	36	36	36	36	36	430
Interest earned - external investments	30	35	29	39	37	24	26	24	28	28	35	15	350
Interest earned - outstanding debtors	–	–	–	–	–	–	–	–	–	–	–	–	–
Dividends received	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines	1	1	1	1	1	1	1	1	1	1	1	0	11
Licenses and permits	–	–	–	–	–	–	1	–	1	–	–	–	1
Agency services	5	5	5	5	5	5	5	5	5	5	5	6	65
Transfers recognized - operational	10,151	–	–	–	5,507	–	–	–	4,128	–	–	0	19,786
Other revenue	4	4	4	4	4	4	4	4	4	4	4	4	53
Gains on disposal of PPE	–	–	–	–	–	–	–	–	–	–	4,550	–	4,550
Total Revenue (excluding capital transfers and contributions)	12,213	1,797	1,400	1,349	6,809	1,409	1,388	1,358	5,600	1,527	6,100	1,250	42,199

Monthly projections of expenditure (operating and capital) for each vote

R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15
Expenditure By Type													
Employee related costs	1,500	1,390	1,390	1,390	1,390	1,390	1,600	1,400	1,390	1,390	1,500	1,459	17,189
Remuneration of councillors	190	158	158	158	169	169	169	169	169	169	169	161	2,008
Debt impairment	–	–	–	–	–	–	–	–	–	–	1,181	0	1,181
Depreciation & asset impairment	–	–	–	–	–	–	–	–	–	–	4,498	(0)	4,498
Finance charges	–	–	–	–	–	–	–	–	–	–	–	–	–
Bulk purchases	600	600	600	600	600	600	600	600	600	600	500	506	7,006
Other materials	–	–	–	–	–	–	–	–	–	–	–	–	–
Contracted services	24	24	24	24	24	24	24	24	24	24	24	25	290
Transfers and grants	–	–	–	–	–	–	–	–	–	–	–	–	–
Other expenditure	680	680	680	680	680	680	680	680	680	680	680	681	8,162
Loss on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure	2,994	2,852	2,852	2,852	2,863	2,863	3,073	2,873	2,863	2,863	8,552	2,831	40,334
Surplus/(Deficit)	9,218	(1,055)	(1,453)	(1,503)	3,945	(1,455)	(1,685)	(1,515)	2,737	(1,336)	(2,453)	(1,581)	1,866
Transfers recognised - capital	–	1,935	–	–	1,935	–	–	1,935	–	1,935	–	0	7,741
Contributions recognised - capital	–	–	–	–	–	–	–	–	–	–	–	–	–
Contributed assets	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	9,218	880	(1,453)	(1,503)	5,880	(1,455)	(1,685)	420	2,737	599	(2,453)	(1,581)	9,607
Taxation	–	–	–	–	–	–	–	–	–	–	–	–	–
Attributable to minorities	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	9,218	880	(1,453)	(1,503)	5,880	(1,455)	(1,685)	420	2,737	599	(2,453)	(1,581)	9,607

Quarterly Projections of Service Delivery Targets and Performance indicators for each vote

Vote – Corporate

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure R(000)	Annual Revenue R(000)	Month Ending Jul-14		Month Ending Aug-14		Month Ending Sep-14		Month Ending Oct-14		Month Ending Nov-14		Month Ending Dec-14	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
To effectively support internal political interfaces	Scheduled Council meetings with full preparation	6	160	70	1 council meeting				1 council meeting				1 council meeting			
	Special Council meetings	6	105	79			1 special council meeting				1 special council meeting				1 special council meeting	
To effectively support external political interfaces	Intergovernmental Relation Forum attended	4	105	60			Intergovernmental Forum meeting								Intergovernmental Forum meeting	
	Percentage of Forum Decisions implemented	80%			80% Forum decision met				80% Forum decision met							
	Council meets the people	6	175	80					Council meets the people				Council meets the people			
To effectively support high level strategic and operational interfaces and activities.	Success of performance management for direct reports reviewed (quarterly review)	100%							PMS reports							

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Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure R(000)	Annual Revenue R(000)	Month Ending Jul-14		Month Ending Aug-14		Month Ending Sep-14		Month Ending Oct-14		Month Ending Nov-14		Month Ending Dec-14	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Ensure effective administrative management and internal controls	Compliance to targets set for the administration	100%			Monthly report		Monthly report		Monthly report		Monthly report		Monthly report		Monthly report	
	Monthly Departmental reports	36	650	220	3 x departmental reports		3 x departmental reports		3 x departmental reports		3 x departmental reports		3 x departmental reports		3 x departmental reports	
Ensure effective technical management	Monitoring of conditional grants according to business plans – monthly reports	100%			Monthly report		Monthly report		Monthly report		Monthly report		Monthly report		Monthly report	
	Percentage spending of Budget – O&M	100%			Monthly report		Monthly report		Monthly report		Monthly report		Monthly report		Monthly report	
	Eradication of Back Logs – SDBIP targets	100%			Monthly report		Monthly report		Monthly report		Monthly report		Monthly report		Monthly report	
	Reduction in downtime in Basic services - Water (days p.a)	10	275	100					Down time report							

			Annual Expenditure R(000)	Annual Revenue R(000)	Month Ending Jul-14		Month Ending Aug-14		Month Ending Sep-14		Month Ending Oct-14		Month Ending Nov-14		Month Ending Dec-14	
Vote / Indicator	Unit of measurement	Annual Target			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Ensure effective Planning and Project management	Review and approval of LED Strategy	100%	60	0												
	Align of DM Spatial Development Framework with local framework	100%	0	0												
	Water Services Development Plan	100%	15	0												
	Disaster Management Plan (linked to DM Plan)	100%	0	0												
Human Resource Development	Review & report on Equity Plan	4	210	55	Equity plan reviewed & report								Equity plan reviewed & report			
	Review & report Work Skills Plan	1	50	60												
	Review and approve Organ gram	1	40	40	Organ gram reviewed		Organ gram approved									
	Strengthen the skills and human resource base (training)	4	120	60					30						30	
	To effectively manage staff	12	40	0	1		1		1		1		1		1	
Labour Relations	Local Labour Forum meetings	12	225	80	Meeting & report		Meeting & report		Meeting & report		Meeting & report		Meeting & report		Meeting & report	
	Disciplinary Cases Reported & Completed	100%							As required						As required	
	% of grievances resolved	100%			100%		100%		100%		100%		100%		100%	
Health, Safety and Environment	Number of Health & Safety Com. meetings	12	160	75	Meeting		Meeting		Meeting		Meeting		Meeting		Meeting	

	Monthly H&S reports	12	120	65	Report		Report		Report		Report		Report		Report	
	Prepare H&S equipment schedule	1	30	30					H&S schedule							
	Safety Equipment issued according to schedule	100%	275	35	As per schedule								As per schedule			

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure R(000)	Annual Revenue R(000)	Month Ending Jul-14		Month Ending Aug-14		Month Ending Sep-14		Month Ending Oct-14		Month Ending Nov-14		Month Ending Dec-14	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Public participation and good governance	Number of Ward Committees held (quarterly)	48	600	280					1 meeting per 4 ward							
	Number of budget consultation meetings taking place.	5	70	70												
	Number of IDP Rep meetings	5	30	30												

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure R(000)	Annual Revenue R(000)	Month Ending Jan-15		Month Ending Feb-15		Month Ending Mar-15		Month Ending Apr-15		Month Ending May-15		Month Ending Jun-15	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
To effectively support internal political interfaces	Scheduled Council meetings with full preparation	6	160	70	1 council meeting				1 council meeting						1 council meeting	
	Special Council meetings	6	105	79			1 special council meeting				1 special council meeting				1 special council meeting	
To effectively support external political interfaces	Intergovernmental Relation Forum attended	4	105	60			Intergovernmental Forum meeting								Intergovernmental Forum meeting	
	Percentage of Forum	80%			80%				80%							

	accordance council resolution.															
Ensure effective customer care	Compliance with customer care policy (Number of Customer complains satisfactory attended to/resolved)	100%			Report on customer care				Quarterly report on customer care						Quarterly report on customer care	
Ensure effective financial management	Percentage attainment of Budgetary allocations	Not more than 5% variance			Section 71 report			Section 71 report	Section 71 report		Section 71 report		Section 71 report		Section 71 report	

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Health, Safety and Environment	Number of Health & Safety Com. meetings	12	160	75	Meeting		Meeting		Meeting		Meeting		Meeting		Meeting	
	Monthly H&S reports	12	120	65	Report		Report		Report		Report		Report		Report	
	Prepare H&S equipment schedule	1	30	30												
	Safety Equipment issued according to schedule	100%	275	35	As per schedule								As per schedule			

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure R(000)	Annual Revenue R(000)	Month Ending Jan-15		Month Ending Feb-15		Month Ending Mar-15		Month Ending Apr-15		Month Ending May-15		Month Ending Jun-15	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Public participation and good governance	Number of Ward Committees held (quarterly)	48	600	280					1 meeting per 4 wards							
	Number of budget consultation meetings taking place.	5	70	70	Budget meeting		Budget meeting		Budget meeting		Budget meeting		Budget meeting			
	Number of IDP Rep meetings	5	30	30	IDP meeting		IDP meeting		IDP meeting		IDP meeting		IDP meeting			

Vote: Budget and Treasury Office

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	Preparation and implement a supplementary/ valuation role	1	500	100												
	Ensure the implementation of effective asset management system.	100%	160	160	100%		100%		100%		100%		100%		100%	
	Undertake a land use audit	1							Land use audit completed							
	Annual review and development of other applicable revenue policies required per MFMA	100%	70	105					All revenue policies reviewed							

Vote / indicator	Unit of measurement	Annual Target	Annual Expenditure R(000)	Annual Revenue R(000)	Month Ending Jul-14		Month Ending Aug-14		Month Ending Sep-14		Month Ending Oct-14		Month Ending Nov-14		Month Ending Dec-14	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
	Ensure recovery of consumer and sundry debt exceeding 90 days	100%			Debts recovered		Debts recovered		Debts recovered		Debts recovered		Debts recovered		Debts recovered	
	Implement an effective system of expenditure control in compliance with MFMA requirements	1	55	100												
	Ensure implementation of the supply chain management regulations and approved policy	1	65	110	Policy and regulations for SCM											
	Apply an effective cash flow and investment management as per approved policy requirements	1	40	60	Investment policy approved											
	Establish an effective store and inventory system	1	100	100									Store and inventory system established			
	Ensure 100% maintenance and security in respect of general ledger accounting system	100%	35	100	Monthly report		Monthly report		Monthly report		Monthly report		Monthly report		Monthly report	
	Annual review and development of applicable expenditure policies required per MFMA	1	40	100					All expenditure policies reviewed							
	Implement an effective system of asset and risk management in compliance with MFMA	1	40	150	Asset and risk management systems developed								Asset and risk management systems developed			
	Develop and implement an IT policy and strategy	1	40	150	IT policy developed								IT policy developed			

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	Preparation and implement a supplementary/ valuation role	1	500	100	Valuation role prepared											
	Ensure the implementation of effective asset management system.	100%	160	160	100%		100%		100%		100%		100%		100%	
	Undertake a land use audit	1														
	Annual review and development of other applicable revenue policies required per MFMA	100%	70	105					All revenue policies reviewed							

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[illegible]

Vote: Technical Service.

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[illegible]

[illegible]

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure R(000)	Annual Revenue R (000)	Month Ending Jan-15		Month Ending Feb-15		Month Ending Mar-15		Month Ending Apr-15		Month Ending May-15		Month Ending Jun-15	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
					R (000)	R (000)	R (000)	R (000)	R (000)	R (000)	R (000)	R (000)	R (000)	R (000)	R (000)	R (000)
Provision of temporary services	Provide households with temporary water															
Eradicate backlogs in infrastructure	Provide households with potable water															
	Provide sanitation to households															
	Eradication of buckets															
	Supply electricity to households	100%	605	605	Provide Service		Provide Service		Provide Service		Provide Service		Provide Service		Provide Service	
	Percentage of community facility Projects completed															
	Percentage of town establishment completed project															
Provision of sustainable basic services	Provide basic sanitation to households	100%	3050	4070	Provide Service		Provide Service		Provide Service		Provide Service		Provide Service		Provide Service	
	Provide basic solid waste to households	100%	920	1050	Provide Service		Provide Service		Provide Service		Provide Service		Provide Service		Provide Service	
	Provide basic electricity to households	100%	7400	8200	Provide Service		Provide Service		Provide Service		Provide Service		Provide Service		Provide Service	
	Provide basic water to households	100%	956	1080	Provide Service		Provide Service		Provide Service		Provide Service		Provide Service		Provide Service	
	Expansion and provision of new roads	100%	7741	7741											Expansion of roads	

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6. Performance Plans for Senior Managers

PERFORMANCE MANAGEMENT SYSTEM								
PERFORMANCE PLAN for 2013/14 - MANAGER: TECHNICAL SERVICES								
APPENDIX A: KEY PERFORMANCE AREAS (KPA's.) and KEY PERFORMANCE INDICATORS (KPI') = 80%								
Purpose~: The performance plan defines Council's expectations of the Manager: Technical Services performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides the performance objectives and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan as reviewed annually								
Key' responsibilities: Manage the reduction of backlogs in basic infrastructure in the municipality. Provide sustainable basic services to the community Manage the maintenance of the infrastructure in the municipality Manage the roads agency function Support the promotion of municipal transformation and organisational development. . Support the promotion of good governance and public participation.								

Key Performance Area	Weight		Key' Performance Indicator	Weight 100	Baseline Information	Time Frame	Target		Progress on Date of Review
							Quality	Quality	
Infrastructure Development and Service delivery	70	1	Provide households with potable water.	10					
		2	Provide sanitation to households.	10					
		3	Supply electricity to households.	10					
		4	Percentage of identified water reticulation projects completed.	5					
		5	Percentage of identified electricity reticulation project completed.	5					
		6	Percentage of identified community facility projects completed	5					
		7	Provide project management support to Housing units	5					
		8	Town planning projects completed.	5					
		9	Provide identified maintenance of municipal infrastructure	5					
		10	Compliance to the conditions as set out in the approved Roads Agency	10					
Municipal Transformation and Organisational Development	10	11	Implementation of the municipality's Performance Management System (PMS). Agreement aligned to the Integrated Development Plan (IDP). Of the Department: Technical Services	5					
		12	Percentage implementation of the approved organisational structure aligned to the IDP of the municipality	3					
		13	Percentage implementation of the municipality's Customer Care policy applicable to the Department of Technical Services:	2					
Good Governance and Public Participation	10	14	Compliance to set procedures in ensuring adherence legislation for community participation in terms of planning, budgeting, implementation, monitoring and reporting.						

Key Performance Area	Weight		Key' Performance Indicator	Weight 100	Baseline Information	Time Frame	Target		Progress on Date of Review
							Quality	Quality	
		15	Maintain relationships with organised business, through transparent, professional and accountable actions						
			Percentage compliance to the anti-corruption policy' for the municipality in terms of the national strategy	5					
Municipal financial viability and management	10		Compliance to the financial management policies and by-laws of the municipality.	10					
	100			100					

HOD: Technical Services								
No.	Core Competency Requirements (CCR's)	Weight	Quarterly Scores				Final	Comments
			1st	2nd	3 rd	4th	Score	
1.	Core Managerial Competencies (CMC's)							
1.1	Client Orientation and Customer Focus. (compulsory)							
1.2	Financial Management. (compulsory)							
1.3	People Management and Empowerment. (compulsory)							
1.4	Change Management.							
1.5	Communication.							
1.6	Honesty and Integrity.							
1.7	Knowledge Management.							
1.8	Problem Solving and Analysis.							
1.9	Programme and Project Management.							
1.10	Service Delivery Innovation.							
1.11	Strategic Capability and Leadership.							
2.	Core Occupational Competencies (COC's)							
2.2	Competence in policy conceptualisation, analysis and implementation.							
2.3	Competence in Self Management.							
2.4	Competence required by other national line sector departments.							
2.5	Exceptional and dynamic creativity to improve the municipality.							
2.6	Interpretation of legislative and policy frameworks.							
2.7	Knowledge of developmental local government.							
2.8	Knowledge of global and S.A. political, social and economic context.							
2.9	Knowledge of functional municipal fields/disciplines.							
2.10	Knowledge of Performance Management and Reporting.							
2.11	Skills in Mediation.							
2.12	Skills in Governance							
Total:		100%						

PERFORMANCE MANAGEMENT SYSTEM (PMS)	
APPENDIX A	PERFORMANCE PLAN for 2014/2015– CORPORATE SERVICES
Purpose~: The performance plan defines Council's expectations of the Manager: Technical Services performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides the performance objectives and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan as reviewed annually	
Key responsibilities: Manage the human resources and institutional transformation of the municipality Manage and promote local economic development in the municipality Manage and promote social development in the municipality Promote a safe and healthy environment Encourage and promote democratic governance and public participation in the municipality.	

Key Performance Area	Weight	Key Performance Indicators	Weight	Baseline Information	Time Frame	Target	
						Quality	Quality'
Municipal Transformation and Organisational Development		1. Ensure that all approved IT/ MIS projects are implemented and maintained	6				
		2. Implement and improve the Performance Management System (PMS). aligned to the Integrated Development Plan (IDP) of the municipality	6				
		3. Amend and operationalise an organisational structure aligned to the Integrated Development Plan (IDP) of the municipality.	6				
		4 Amend and implement effective administrative and institutional systems, structures and procedures: (HR, Financial Policies. By-laws)					
		5 Revise and operationalise integrated human resource management systems	6				
		6. Implement the approved Customer Services Systems In Department: Administration	6				
Local Economic Development (LED)	2	7. Ensure Implementation of the approved LED and Tourism Master Plan.	8				
		8. Ensure the performance of a detailed analysis of local economic development in the municipality (LED)	8				
		9. Ensure the implementation of approved projects informed by credible business plans within the parameters of the LED Strategy and programme					
		10. Ensure the provision of institutional capacity to implement approved LED programmes and to create a conducive environment for shared growth in the municipality	8				
Democratic Governance and Public participation		11. Ensure the promotion, support and implementation of approved social development programmes	3				
		12 Ensure the implementation of the approved Disaster Management Plan In compliance with the Disaster Management Act.	3				
		13. Ensure the implementation of land-use policies and legislation.	3				
		14. Ensure the promotion, support and implementation of approved Environmental	3				

Key Performance Area	Weight	Key Performance Indicators	Weight	Baseline Information	Time Frame	Target	
						Quality	Quality'
		15. Ensure the provision of administrative support services to all committees of Council (Mayoral Committee, Portfolio Committees etc)	3				
		16. Ensure capacity building of community-based organisations to enhance effective community participation	3				
		17. Support the building of relationships with organised business, labour civil society through transparent and accountable actions	3				
		18. Implement and monitor the approved anti corruption strategy for the municipality in Department: Administration in terms of the National Strategy	3				
		19. Promote and monitor the Implementation of the approved communication strategy in Department: Administration to promote transparency, public accountability, access to information and administrative justice and responsiveness	3				
Municipal Financial viability and management	5	20. Support and promote the achievement of an unqualified audit report.	5				
	100		100				

RENOSTERBERG MUNICIPALITY			
PERFORMANCE MANAGEMENT-SYSTEM (PMS)			
APPENDIX B:	CORE COMPETENCY REQUIREMENTS (CCR's) = 20%		PERIOD: 01
	JULY 2014 to 30 JUNE 2015		

HOD: Administration -							
No.	Core Competencies (CMC's)	Weight	Quarterly Scores				Comments
			1 st	2 nd	3 rd	4 th	
1.	Core Managerial Competencies						
	Client Orientation and Customer Focus. (compulsory)						
1.2	Financial Management. (compulsory)						
1.3	People Management and Empowerment . (compulsory)						
1.4	Change Management.						
1.5	Communication.						
1.6	Honesty and Integrity.						
1.7	Knowledge Management.						
1.8	Problem Solving and Analysis.						
1.9	Programme and Project Management.						
1.10	Service Delivery Innovation.						
1.11	Strategic Capability and Leadership.						
2.	Core Occupational Competencies						
2.2	Competence in policy conceptualisation, analysis and implementation.						
2.3	Competence in Self Management.						
2.4	Competence required by other national line sector departments						
2.5	Exceptional and dynamic creativity to improve the municipality						
2.6	Interpretation of legislative and policy frameworks.						
2.7	Knowledge of developmental local government.						
2.8	Knowledge of global and S.A. political, social and economic context.						
2.9	Knowledge of functional municipal fields/disciplines.						
2.10	Knowledge of Performance Management and Reporting.						
2.11	Skills in Mediation.						
2.12	Skills in Governance						
Total:		100%					

PERFORMANCE MANAGEMENT SYSTEM

PERFORMANCE PLAN • MANAGER: FINANCE

APPENDIX A: KEY PERFORMANCE AREAS (KPA's) and KEY PERFORMANCE INDICATORS (KPI's).

Purpose--: The performance plan defines Council's expectations of the Chief Finance Officer performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides the performance objectives and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan as reviewed annually

Key responsibilities

1. Manage the budget reform implementation process
2. Manage the financial reporting process in terms of the MFMA
3. Manage expenditure and supply chain management
4. Manage revenue and debt collection
5. Manage asset and risk management
6. Manage institutional transformation and organisational development in the department of finance
7. Promote good governance and public participation in financial matters for the municipality

Key- Performance Area	Weight	Key Performance Indicators	Weight	Baseline information	Time Frame	Targets		Progress on Date or Review
						Quality	Quantity	
1. Budget Reforms Implementation Process		1. Ensure implementation of budget reforms prescribed in the MFMA as per categorisation of the municipality.	13					
		2. Ensure timeously reporting in the prescribed format to Council, National and Provincial Treasury, Auditor General, DPLG, Department Housing and Local Government and other stakeholders. on prescribed dates						
2. Reporting Process in terms of the MFMA		3. Ensure the drafting and submission of a mid year report to Council	9					
		4. Ensure the timeously compilation of the Annual Financial Statements in the prescribed format.	9					
3. Expenditure and Supply Chain Management	10	5. Ensure the implementation and management of the expenditure and supply chain management system.	10					
4 Revenue and debt collection.	10	6. Ensure the collection and receipt in terms of all grant funding promulgated per DORA allocation.	10					
5 Asset and Risk Management.	7	7. Ensure the implementation of effective asset and risk management	7					
1. Municipal Transformation Organisational Development	8	8. Implement the approved Performance management System (PMS) in the Finance Department, aligned to the IDP of the Municipality						
		9. Operationalise the approved organisational structure of the Finance Department, aligned to the Integrated Development Plan (IDP) of the Municipality						
		10. Implement the approved administrative and institutional systems, structures and procedures in the Finance department (Financial Policies, by-laws and communication systems)						
		11. Implement Financial Customer Services system						
		12. Ensure the Implementation of the approved Process Plan for community participation in terms of planning, budgeting, implementation, monitoring and reporting.						
7 Good Governance and public Participation.	12	13. Implement the approved financial anti-corruption strategy for the municipality in terms of the national strategy						
		14. Achieve and maintain unqualified financial audit reports	4					

Key~ Performance Area	Weight	Key Performance Indicators		Weight	Baseline information	Time Frame	Targets		Progress on Dale or Review
							Quality	Quantity	
	100			100					

PERFORMANCE MANAGEMENT SYSTEM (PMS)		
APPENDIX B:	CORE COMPETENCY REQUIREMENTS (CCR's) = 20%	PERIOD: 01 JULY 2014 to 30 JUNE 2015

HOD: Finance (CFO)								
No.	Core Competencies (CMC's)	Weight	Quarterly Scores				Final Score	Comments
			1st	2nd	3rd	4th		
1.	Core Managerial Competencies							
1.1	Client Orientation and Customer Focus. (compulsory)							
1.2	Financial Management. (compulsory)							
1.3	People Management and Empowerment. (compulsory)							
1.4	Change Management.							
1.5	Communication.							
1.6	Honesty and Integrity.							
1.7	Knowledge Management.							
1.8	Problem Solving and Analysis.							
1.9	Programme and Project Management.							
1.10	Service Delivery Innovation.							
1.11	Strategic Capability and Leadership.							
2.	Core Occupational Competencies							
2.2	Competence in policy conceptualisation, analysis and implementation.							
2.3	Competence in Self Management.							
2.4	Competence required by other national line sector departments.							
2.5	Exceptional and dynamic creativity to improve the municipality.							
2.6	Interpretation of legislative and policy frameworks.							
2.7	Knowledge of developmental local government.							
2.8	Knowledge of global and SA political, social and economic context.							
2.9	Knowledge of functional municipal fields/disciplines.							
2.10	Knowledge of Performance Management and Reporting.							
2.11	Skills in Mediation.							
2.12	Skills in Governance							
Total:		100%						

PERFORMANCE MANAGEMENT SYSTEM

PERFORMANCE PLAN • MUNICIPAL MANAGER

APPENDIX A:

KEY PERFORMANCE AREAS (KPA's) and KEY PERFORMANCE INDICATORS (KPI's).

Purpose:- The performance plan defines Council's expectations of the Municipal Manger performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides the performance objectives and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan as reviewed annually

Key responsibilities

1. 1 Provide democratic and accountable government to local communities
2. Ensure the provision of services to communities in a sustainable manner
3. Promote social and economic development
4. Promote a safe and healthy environment
5. Encourage the involvement of communities and community organisations in matters of local government

Key Performance Area	Weight	Key Performance Indicators	Weight	Baseline information	Time Frame	Targets		Progress on Dale or Review
						Quality	Quantity	
1 Municipal transformation and Organisational Development	1.	Implement and improve a Performance Management System aligned to the IDP of the municipality"	13					
	2.	Amend and operationalise an organisational structure aligned to the IDP of the municipality						
	3.	Amend and implement effective administrative and institutional systems, structures and procedures (HR, Financial policies, By Laws and communication)	9					
	4.	Manage the interface between the Mayoral Committee and Council, aligned to the administration and political priorities of Council	9					
	5.	Introduce and operationalise integrated human resource management systems						
	6.	Implement Customer Service Systems						
2. Infrastructure Development and Service Delivery	10	Implement an infrastructure development and investment model						
		Provide basic municipal services within the municipality						
		Facilitate sustainable human settlement development in line with the IDP						
		Undertake a detailed analysis of economic development in the municipality						
		Incorporate the comparative and competitive advantages of the municipality into a credible LED strategy and programme						
3. Local Economic Development	10	Ensure the economic development analysis, land use policies and spatial representation of the local economic development vision are included in the Spatial Development Framework						
		Provide institutional capacity to implement the LED programmes and to create a conducive environment for shared growth in the municipality						
		Implement sound financial practices in terms of the MFMA priorities and timeframes						
		Ensure the development of financial management policies and by-laws (supply chain management, credit control, tariff and investment policies)						
4. Municipal Financial Viability and management	7	Introduce and operationalise integrated financial management systems						
		Ensure the achievement of set financial viability targets						
		Implement and comply with financial legislation including the Property Rates Act and Division of Revenue Act						

Key Performance Area	Weight	Key Performance Indicators	Weight	Baseline information	Time Frame	Targets		Progress on Dale or Review
						Quality	Quantity	
		Set procedures to ensure adherence to legislation for community participation in terms of planning, budgeting, implementation monitoring and reporting						
		Ensure regular communications with communities on achievement to targets of the municipality						
		Build capacity of community-based organisations to effect participation						
		Build relationships with organised business, labour and civil society through transparent and accountable actions						
		Develop and implement anti-corruption strategies for the municipality in terms of the national strategy						
5. Good Governance and Public Participation	8	Ensure the effective functioning of the financial and performance audit committee						
		Introduce and maintain mechanisms to ensure disclosure of financial interest						
		Develop and implement an effective communication strategy to promote transparency, public accountability, access to information and administrative justice and responsiveness						
		Achieve and maintain unqualified audit reports						
		Ensure community satisfaction surveys are conducted						
Total	100							

PERFORMANCE MANAGEMENT SYSTEM (PMS)

APPENDIX B: CORE COMPETENCY REQUIREMENTS (CCR's) = 20%

PERIOD: 01 JULY 2014 to 30 JUNE 2015

Municipal Manager:								
No.	Core Competencies (CMC's)	Weight	Quarterly Scores				Final Score	Comments
			1st	2nd	3rd	4th		
1.	Core Managerial Competencies							
1.1	Client Orientation and Customer Focus. (compulsory)							
1.2	Financial Management. (compulsory)							
1.3	People Management and Empowerment. (compulsory)							
1.4	Change Management.							
1.5	Communication.							
1.6	Honesty and Integrity.							
1.7	Knowledge Management.							
1.8	Problem Solving and Analysis.							
1.9	Programme and Project Management.							
1.10	Service Delivery Innovation.							
1.11	Strategic Capability and Leadership.							
2.	Core Occupational Competencies							
2.2	Competence in policy conceptualisation, analysis and implementation.							
2.3	Competence in Self Management.							
2.4	Competence required by other national line sector departments							
2.5	Exceptional and dynamic creativity to improve the municipality.							
2.6	Interpretation of legislative and policy frameworks.							
2.7	Knowledge of developmental local government.							
2.8	Knowledge of global and S.A. political, social and economic context.							
2.9	Knowledge of functional municipal fields/disciplines.							
2.10	Knowledge of Performance Management and Reporting.							
2.11	Skills in Mediation.							
2.12	Skills in Governance							
Total:		100%						